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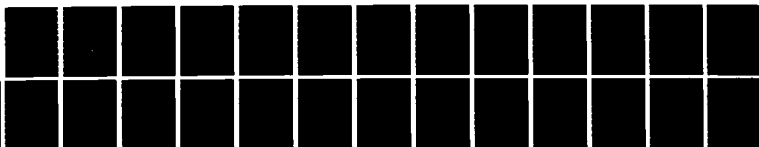
PERSONNEL MANAGEMENT FOR EXECUTIVES ARMY REGIONAL
TRAINING CENTER CENTRAL. (U) BAR AND BAR COMMUNICATION
CONSULTANS AUSTIN TX N BARR 1986 DADA05-86-N-L254

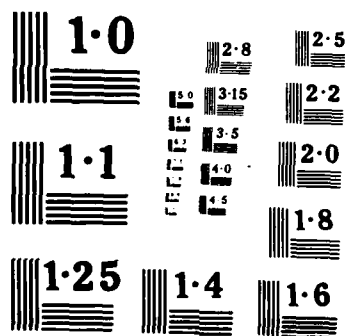
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PERSONNEL MANAGEMENT FOR EXECUTIVES
ARMY REGIONAL TRAINING CENTER
CENTRAL ATLANTIC REGION

Aberdeen Proving Ground, Maryland

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Barr & Barr
Communication Consultants

Box 15452

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Austin, Texas 78761

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ARMY REGIONAL TRAINING CENTER
CENTRAL ATLANTIC REGION

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NAME _____

YOUR STYLE

Focuses on the OUTER world of actions, things & people

Trusts facts that can be proven by the 5 senses (Practical, factual, realistic)

Prefers decisions based upon logic & reason (Analytical)

Prefers to control or
influence both people &
situations (Controller)

Focuses on the INNER world of concepts, ideas, & patterns

Prefers the "big picture" & future possibilities (Creative, Abstract, Imaginative)

Prefers decisions based upon individual values (Sensitive, Feeling)

Prefers to adapt or adjust to the situation & people (Adapting)

1st Channel

2nd Channel

3rd Channel

4th Channel

TEMPERAMENT THEME

Management & Communication

Norma Barr, Ph.D.

Understanding people is a skill that can be learned. Although human behavior is complex, we are habituated in many of our responses; therefore, we can be trained to observe the pattern of responses--both our own and other people's patterns. We can become keen observers, listeners, and communicators.

We must rely more and more on interpersonal skills in a world of voluminous impersonal information systems. With the high tech invasion comes an increasing need for interpersonal communication to compensate for the impersonal interaction of computer systems.

The Myers-Briggs Type Inventory is a non-normative, descriptive instrument to help you understand your own style of communicating and consequently you can apply the concepts to understanding other people, groups, and organizations. The inventory gives a rational set of concepts for what has been the mystery of human behavior. Much apparently random behavior in people is orderly and fairly consistent when you understand the way they prefer to judge and perceive.

Four types of information are identified in the inventory: life style preferences, information processing, decision-making, and interaction preferences.

LIFE STYLE

Life style preferences include extroversion and introversion. The Extrovert is primarily focused on the external world of people and activities; whereas, the Introvert is more inwardly focused on ideas, concepts, and relationship of ideas. The inventory uses the two terms as Carl Jung intended.

EXTROVERT	INTROVERT
Outside world	Inner world
People, action, things	Ideas, thoughts
Prefers interaction	Prefers privacy
Usually comfortable with shorter or interrupted time frames	Prefers longer time frames for working on projects
Usually talkative and out-going	Usually quiet and reserved
Sociable with many friends --refers to others as friends	Introspective with few close friends--discriminating clearly between acquaintances & friends
Tends to like meeting new people	Tends to postpone meeting new people
Tends to seek new experiences	Tends to avoid new experiences

INFORMATION PROCESSING STYLE

The Myers-Briggs Type Indicator identifies two ways of perceiving and processing information. The Sensor perceives the world principally through the five body senses and prefers facts that can be immediately proven. The Intuitior perceives the world principally through the intuition to see the overall picture. The intuition integrates bits and pieces of stored data to form patterns and suggest possibilities.

As individuals we use both processes but we have a favorite that we use as a dominant process.

SENSOR	INTUITOR
Practical "Doer" Prefers structured way of doing things Tends to be patient with details and routine Tends to be competitive Produces steadily Results-oriented Prefers explicit instructions	Idealistic, Abstract "Designer" Prefers innovative way of doing things Tend to be impatient with details and routine Tends to be creative Produces cyclically Idea-oriented Prefers general instructions

DECISION-MAKING STYLE

Two ways of making decisions include the Thinker who looks at relevant information and decides according to logical processes, and the Feeler who looks at relevant information and decides according to individual values. We use both processes but we each have a preferred or dominant process.

THINKER	FEELER
Sees logic & analysis Focuses on tasks Appears insensitive at times Likes consistency	Sees people & feelings Focuses on people Appears sensitive to others Likes spontaneity

THINKER	FEELER
Lets logic determine "yes" or "no"	May have trouble saying "no"
May react too coolly & too unemotionally	May react too quickly & too emotionally
Likes consistency	Likes harmony
Likes to be treated fairly & impartially	Likes to be treated personally with warmth & friendliness

INTERACTION STYLE

Dealing with the environment involves two processes in the Myers-Briggs Type Inventory. The Judge prefers control, order, planning, and closure; whereas, the Perceiver prefers flexibility, spontaneity, and openness.

JUDGE	PERCEIVER
Controller	Adapter
Decisive	Accepting
Determined	Flexible
Leader/Boss type	Supporter/Facilitator type
Likes to have a plan & complete it. . . closure	Likes to respond to the situation. . . open
Works to "make" things conform to the plan	Allows situations to evolve without a plan
Dislikes unplanned events	Likes unplanned events
Likes order & predictability	Likes spontaneity & flexibility
Stron system of guidelines with many "shoulds"	Tolerant and flexible unless challenged

In high stress, high change times we need clear paradigms around which to organize complex patterns of human behavior. The Myers-Briggs provides just such a model. To understand each other, we need a clear method of arranging the hundreds of bits of information in our experience. Understanding each other's style is useful in connecting, teaching, exchanging, managing, and growing.

BASIC DIFFERENCES

Basic differences occur in the duality of each continuum.

INTROVERTS

SPACE
INTERACTION TIME
NOISE TOLERANCE
BALANCING
TELEPHONE
LEISURE
INTERRUPTIONS

EXTROVERTS

SENSORS

TIME
TASK
WORK RHYTHM
POINT OF VIEW
APPRAISAL
PLANNING

INTUITORS

THINKERS

FEELERS

INFORMATION INTAKE
MOTIVATION
CONFLICT MANAGEMENT
ORGANIZATIONAL STRUCTURE
OFFICE STYLE
COMMUNICATION
COORDINATION
DECISION-MAKING
LEISURE
APPRAISAL

JUDGE/CONTROLLERS

PERCEIVER/ADAPTERS

TIME
PLANNING
CONTINUITY
TASK COMPLETION
CONTROLLING
PARAMETERS
JOB SECURITY

Basic differences occur in each category in handling stress, in communicating, and in primary attitudes. Dissonance caused by these differences can occur within the individual, the group, and the organization.

EXTROVERT 26 ~ 48%

INTROVERT 28 ~ 52%

ATTITUDES:

SOCIABLE

INTERACTION

EXTERNAL EVENTS

BREADTH

"THE UNLIVED LIFE ISN'T
WORTH EXAMINING."

COMMUNICATION:

NEEDS TO TALK IN ORDER TO
SORT OUT EXPERIENCE: NEEDS
TO TALK TO KNOW WHAT S/HE
IS THINKING

TENDS TO EXPAND RATHER THAN
CONSERVE. . EXPANSIVE

FOCUSES ON PEOPLE & THINGS

ACTIVE

STRESS:

ENERGIZED BY PEOPLE, ACTIVITIES,
& THE ENVIRONMENT

EXPENDS ENERGY

SCANS THE ENVIRONMENT FOR
STIMULATION

REACTS TO STRESS BY INCREASING
ACTIVITY LEVEL

MOVES TOWARD OTHER PEOPLE

ENERGIZED BY ACTIVITY

ATTITUDES:

TERRITORIAL

CONCENTRATION

INTERNAL REACTIONS

DEPTH

"THE UNEXAMINED LIFE ISN'T
WORTH LIVING."

COMMUNICATION:

NEEDS TIME AND SPACE TO THINK
THINGS OUT INTERNALLY; THEN
SELECTIVELY PRESENTS TO OTHERS
WHAT S/HE WANTS TO SHARE

TENDS TO CONSOLIDATE, DEFEND
& PROTECT; CONTROLS PERSONAL
DISCLOSURE & INTERACTION

FOCUSES ON IDEAS, CONCEPTS &
INNER IMPRESSIONS

REFLECTIVE

STRESS:

ENERGIZED BY IDEAS & FEELINGS
IN THE PRIVATE CENTER WITHIN

CONSERVES ENERGY

SCANS & PROBES INWARDLY FOR
STIMULATION

REACTS TO STRESS BY DECREASING
ACTIVITY LEVEL

WITHDRAWS INTO PRIVACY

ENERGIZED BY DEPTH & INTIMACY

SENSOR 27 02 69 10

INTUITOR (N) 11 21 31 11

ATTITUDES:

LIKES THE PRACTICAL & FACTUAL

FOCUSES ON THE PRESENT

DISLIKES CHANGE—MORE TOL-
ERANT OF ROUTINE & SPECIFIC
METHODS

TRUSTS EXPERIENCE

REALISTIC—SEES THE ACTUAL

BELIEVES IN PERSPIRATION
(HARD WORK)

PREFERS THE PRACTICAL

SENSIBLE

OFTEN CRITICIZED FOR BEING
SET IN THEIR WAYS"

COMMUNICATION:

LIKES STEP-BY-STEP

ATTENDS TO WHAT IS SAID &
DONE

DEPENDS ON CONCRETE EXAMPLES

EMPHASIZES FACTS & PRACTICAL
INFORMATION

STRESS:

LIKES TO WORK STEADILY

DIFFICULT TO DEAL WITH THEORY

DISLIKES AMBIGUITY

DISLIKES LONG-RANGE PLANNING

ATTITUDES:

LIKES TO SYNTHESIZE INFORMA-
TION BY USING MEMORY AND
CREATIVE ASSOCIATION

FOCUSES ON THE FUTURE

LIKES VARIETY & CHALLENGE

TRUSTS HUNCHES

SPECULATIVE—SEES THE POSSIBLE

BELIEVES IN INSPIRATION
(CREATIVE INSIGHT)

PREFERS THE INGENIOUS

IMAGINATIVE

OFTEN CRITICIZED FOR "HAVING
HEAD IN THE CLOUDS"

COMMUNICATION:

LIKES THE BIG PICTURE

ATTENDS TO IMPLICATIONS & READS
BETWEEN THE LINES

DEPENDS ON ABSTRACTION, SYMBOLS,
& GENERALIZATIONS

EMPHASIZES CONCEPTS & RELATION-
SHIP OF IDEAS

STRESS:

LIKES TO WORK IN CYCLES & BURSTS
OF ENERGY

DIFFICULT TO DEAL WITH DETAILS

DISLIKES CONCRETIZED SITUATIONS

DISLIKES BEING RESTRICTED

THINKER 48 or 80%

FEELER 11 or 20%

ATTITUDE:

GREATLY VALUES LOGIC
GREATLY VALUES JUSTICE
VALUES WHAT IS TRUE

COMMUNICATION:

USES LOGICAL ANALYSIS
USES OBJECTIVE & IMPERSONAL
CRITERIA
DRAWS CAUSE & EFFECT
RELATIONSHIPS
QUESTIONS & PROBES
COMES TO CONCLUSION USING
ESTABLISHED PRINCIPLES
CONSISTENCY & VALIDITY ARE
IMPORTANT CONSIDERATIONS
INTENSE NEED FOR LOGIC CAN
BLIND THE THINKER TO THE LIMIT-
ATIONS OF PREMISES CHOSEN
CRITERIA, PRINCIPLES, POLICY &
LAWS ARE PREFERRED IN DISCUSSION
JUDGES BY STANDARDS
TENDS TO CRITICIZE
TENDS TO ANALYZE

STRESS:

TENDS TO AVOID FEELINGS
ANALYZES
STORES-UP STRESS
INTELLECTUALIZES
PROCRASTINATES

ATTITUDE:

GREATLY VALUES HARMONY
GREATLY VALUES ACCEPTANCE
VALUES WHAT IS GOOD

COMMUNICATION:

USES PERSONAL PRIORITIES
USES SUBJECTIVE & HUMAN
VALUES
SEES PERSONAL ATTRACTIONS
& APPRECIATIONS
TRUSTS & ACCEPTS
COMES TO CONCLUSION BY ASSOCIA-
TIVE PROCESS USING FEELINGS &
PAST EXPERIENCE TO MAKE PER-
SONAL ASSOCIATIONS
COMPASSION & RESPONDING TO
OTHERS IS IMPORTANT
INTENSE FEELINGS AND SYMPATHY
CAN LEAD TO MOODINESS
VALUES, SOCIAL INTERACTION, &
EXTENUATING CIRCUMSTANCES ARE
PREFERRED IN DISCUSSION
JUDGES BY VALUES OF GOOD OR BAD
TENDS TO APPRECIATE
TENDS TO SYMPATHIZE

STRESS:

TENDS TO AVOID CAUSE & EFFECT
INTERNALIZES
COMMUNICATES STRESS
PERSONALIZES
FEEL OVERLOADED & VOLATILE

JUDGE/CONTROLLER

32 or 72 1/2

PERCEIVER/ADAPTER

15 or 28 1/2

ATTITUDE:

NEEDS CLOSURE--WANTS TO
FINISH & GET THINGS DONE

VALUES PUNCTUALITY--SEES
TIME IN TERMS OF DECISION

LIKES SCHEDULES & WORKING
ACCORDING TO PLAN

VALUES PREPAREDNESS

DECISIVE

COMMUNICATION:

JUDGES & CRITICIZES

PREFERS ADVANCE CLARITY,
ORDER, & STRUCTURE

WANTS THE ESSENTIALS

DECIDES & PLANS

CONTROLS & REGULATES

CAN JUMP TO CONCLUSIONS &
MOVE TOO QUICKLY JUST TO
GET IT OVER WITH

LIKES TO BE IN CHARGE

GOAL-ORIENTED

STRESS:

DIFFICULT TO LET GO WHEN PLANS
ARE INTERRUPTED OR BLOCKED

DIFFICULT TO HAVE MULTIPLE
PROJECTS WITH NONE OF THEM
FINISHED--SATISFICATION OF
CLOSURE

BOTHERSOME WHEN THINGS ARE
OUT-OF-CONTROL

DIFFICULT TO ACCEPT SOMEONE
ELSE CHANGING YOUR PRIORITIES

ATTITUDE:

NEEDS TO "HANG LOOSE"--
PREFERS TO BE OPEN

DOES NOT PARTICULARLY VALUE
SEES TIME IN TERMS OF OPPOR-
TUNITY

PREFERS SPONTANEITY & ADAPT-
ING TO CHANGES

LIKES TO DO THINGS AT LAST
MINUTE

POSTPONES DECISIONS

COMMUNICATION:

ACCEPTS & WAITS

HAS HIGH TOLERANCE FOR
AMBIGUITY & OPEN-ENDEDNESS

WANTS AMPLE INFORMATION

ADAPTS & CHANGES

FLOATS & ADAPTS

MAY AVOID CONCLUSIONS & GIVE
OVER TO ACTION & ADVENTURE

LIKES TO LET THINGS HAPPEN

OPEN-MINDED

STRESS:

DIFFICULT TO ADJUST TO A CON-
TINUOUS SCHEDULE

DIFFICULT TO ACCEPT TOO MANY
EXPECTATIONS--STRESSED WHEN
OTHERS PRESSURE YOU TO STOP
PROCRASTINATING

BOTHERSOME TO HAVE THINGS PLANNED
TOO FAR AHEAD OR TOO CONTROLLED

CAN GET PULLED IN TOO MANY
DIRECTIONS

COMMUNICATION CHANNELS

When talking to others, we connect with some and cannot reach others. People prefer either Sensing, Intuiting, Thinking, or Feeling as the dominant channel for interacting with others. When the dominant channel does not appear to be working, we switch to a back-up channel. People have a strong tendency to over-use and over-trust the dominant and the back-up channels, while having a tendency to avoid and mistrust the other two channels. Communication channels imply favorite means of communicating.

Thinking channel--Prefers logical analysis, cause & effect discussion

Feeling channel--Prefers personal, value-oriented discussion

Sensing channel--Prefers factual and realistic "how to" discussion

Intuiting channel--Prefers to process patterns and implications

Sometimes conflict results from two people trying to communicate using different channels and showing little or no tolerance for the difference.

<u>ATTITUDE</u>	
<u>SENSOR</u>	<u>THINKER</u>
DOER	ANALYZER
DRIVER	PROBLEM-SOLVER
<u>INTUITOR</u>	<u>FEELER</u>
DREAMER	CARETAKER
EXPRESSOR	AMIABLE COOPERATOR

Recall conflicts you have observed or experienced because of using different channels.

REWARD

<u>SENSOR</u> PRIDE IN INTENSE, FAST-PACED COMPETITIVE ACTION	<u>THINKER</u> PRIDE IN SOUND JUDGMENT, CONTROL & LOGICAL ANALYSIS
<u>INTUITOR</u> PRIDE IN ORIGINALITY, FORESIGHT AND DEALING WITH COMPLEXITY	<u>FEELER</u> PRIDE IN PEOPLE-ORIENTATION AND RESPONSIVE, SENSITIVE OBSERVATION

WORK

<u>SENSOR</u> GENERATES AN ATMOSPHERE OF "HARD CHIPPING" CLUTTER BLUNT & DIRECT WORKS STEADY, PLODDING ON	<u>THINKER</u> MAKES LISTS AND ORGANIZES STACKS OF WORK OFTEN TOO THOROUGH & TEDIOUS WORKS FRANTICALLY, THEN LEISURELY
<u>INTUITOR</u> NOT ORGANIZED WORKS IN CYCLES & DREAMS IN CYCLES OFTEN TOO ABSTRACT & IDEAL	<u>FEELER</u> ORGANIZED IN A PERSONAL WAY WORKS FOR HARMONY MORE THAN EFFICIENCY OFTEN TOO PERSONALIZING

COMMUNICATION

<u>SENSOR</u> GETS TO THE POINT & EXPECTS OTHERS TO DO THE SAME WANTS THE FACTS ONLY BRIEF, NON-ELABORATING RESPONSE	<u>THINKER</u> LIKES TO COVER THE POINT <u>VERY</u> THOROUGHLY TENDS TO OVER-EXAMINE—TOO MANY FACTS CLARIFIES BY QUESTIONING, PROBING & RE- STATING
<u>INTUITOR</u> LIKES PATTERNS, IMPLICATIONS & BIG PICTURE RAMBLING RESPONSE TO QUESTIONS	<u>FEELER</u> LIKES PERSONAL ASSOCIATIONS & FEELINGS FOR THE "FLAVOR" OF THE INTERACTION QUICK TRUST RESPONSE TO QUESTIONS

TIME

<u>SENSOR</u>	<u>THINKER</u>
REALISTIC ABOUT TIME CONTROLS PEOPLE INTERFERENCE "DO IT NOW"	PROCRASTINATOR SPENDS TOO MUCH TIME GETTING ORGANIZED "LET'S GET ORGANIZED"
<u>INTUITOR</u>	<u>FEELER</u>
UNREALISTIC ABOUT TIME OVERLOOKS TIME-CONSUMING DETAILS "LET'S THINK ABOUT IT"	LETS OTHERS USE MUCH TIME FREQUENTLY BEHIND WITH OWN WORK "LET'S FEEL GOOD ABOUT IT"

INTERACTION

<u>SENSOR</u>	<u>THINKER</u>
INTERESTED IN OWN AGENDA IMPATIENT & HURRIED ABRUPT ON PHONE	ANXIOUS TO LEARN OTHER'S AGENDA QUESTIONING & PROBING BUSINESS-LIKE ON PHONE
<u>INTUITOR</u>	<u>FEELER</u>
INTERESTED IN THE PROCESS LOOKS FOR PATTERNS IN PAST, PRESENT, & FUTURE WORDY BUT ALOOF ON PHONE	EAGER TO PLEASE PEOPLE HARMONIZER & SMOOTHER—AVOIDS CONFLICT WARM & FRIENDLY ON PHONE

DISCUSS CONFLICTS YOU HAVE EXPERIENCED OR OBSERVED.

Each channel has both strengths and weaknesses for the communicator.

SENSOR

STRENGTHS

LIKES FACTS
NOTICES WHAT IS SAID & DONE

LIKES INFORMATION EXPLAINED
STEP-BY-STEP

PREFERS THE PRACTICAL & REALISTIC
SEES THE PRESENT AS MOST IMPORTANT
DEMANDS PROOF

LIKES ACTION

COMMANDS OTHERS--ORDERS OTHERS
PREFERS THE TRIED & TESTED
NEEDS STRUCTURE

LIKES COMPETITION

LIKES TO GET THINGS DONE
DRIVES STRAIGHT TOWARD THE TARGET
LIKES ROUTINE & SPECIFIC METHODS

WEAKNESSES

MAY OVERLOOK THE IMPLICATIONS

MAY OVERLOOK MEANING OF WHAT IS SAID
AND DONE

MAY NOT SEE THE GOAL OR GUIDING PRINCIPLE

MAY REJECT NEW INNOVATIVE IDEAS

MAY NOT SEE FUTURE DEMANDS IN TIME

MAY MISS OPPORTUNITIES WHILE WAITING
FOR PROOF

MAY NOT ASK ENOUGH QUESTIONS BECAUSE OF
THE URGENCY TO ACT

MAY NOT SEE APPROPRIATENESS OF DISCUSSION

MAY USE OBSOLETE METHODS OR TECHNIQUES

RESISTS AMBIGUITY & AVOIDS SITUATIONS
THAT ARE UNSTRUCTURED

MAY COMPETE OVER UNIMPORTANT ISSUES &
BECOME DRIVEN; MAY TRANSLATE NON-
COMPETITIVE ACTIVITIES INTO WIN-LOSE

MAY TRY TO DO THINGS TOO QUICKLY

MAY CUT TOO MANY CORNERS & PUSH TOO HARD

DISLIKES RAPID CHANGE OF METHODS

STRATEGIES FOR THE SENSOR CHANNEL:

THINKER

STRENGTHS

PREFERS THE ANALYTICAL
PREFERS LOGICAL EXPRESSION

OVER-VALUES LOGIC & THEREFORE BELIEVES THE LOGIC OF A SITUATION WILL MOTIVATE PEOPLE

FIGHTS FOR JUSTICE

HANDLES EMERGENCIES LOGICALLY

DEALS WITH INTERPERSONAL CONFLICT LOGICALLY BY ANALYZING WHAT SHOULD BE FELT & ATTEMPTING TO FORCE FEELINGS INTO WHAT THEY SHOULD BE

RATIONALIZES PROBLEMS

FINDS SEVERAL SOLUTIONS TO A PROBLEM

ENJOYS GATHERING INFORMATION & UNDERSTANDING AN ISSUE

EXPLAINS THOROUGHLY

PROBES DEEPLY INTO AN ISSUE

LIKES TO PLAN AND ORGANIZE

LIKES A FORMAL APPROACH

WEAKNESSES

MAY ANALYZE INSTEAD OF INTERNALIZE
MAY TRY TO AVOID EMOTIONAL EXPRESSION

MAY UNDER-VALUE THE ROLE OF FEELINGS IN MOTIVATING PEOPLE

MAY BECOME DEFENSIVE & EMOTIONAL IF "UNFAIRLY" TREATED

MAY APPEAR COLD, INSENSITIVE, & UNCARING

MAY APPEAR INSINCERE & UNAFFECTIONATE

MAY UNDERESTIMATE THE SERIOUSNESS OF A PROBLEM BY UNDER-RATING THE EMOTIONAL FACTORS OF A PROBLEM

MAY AVOID DECIDING BECAUSE OF THE JOY OF DISCOVERING SOLUTIONS

MAY PROCRASTINATE

MAY OVER-EXPLAIN

MAY ASK TOO MANY QUESTIONS & SEEK TOO MUCH INFORMATION

MAY ORGANIZE TOO RIGIDLY

MAY BE OVERLY FORMAL IN THE WAY THINGS ARE DONE

STRATEGIES FOR THE THINKER CHANNEL:

FEELER

STRENGTHS

LIKES TO GIVE & SUPPORT
WILLINGLY OVER-EXTENDS TO HELP
SHARES EMOTIONAL SENSITIVITY
PICKS-UP FEELINGS EASILY
NEEDS POSITIVE AFFILIATION WITH OTHERS
BEHAVES DEMONSTRATIVELY & EXPRESS-IVELY
FOCUSES ON INDIVIDUALS
SEES THE BASIC PEOPLE PERSPECTIVE
INTERPRETS EVENTS AS THEY AFFECT PEOPLE
CHARMS & PERSUADES
HOOKS PEOPLE'S INITIAL INTEREST
GIVES A DESCRIPTIVE ACCOUNT OF A SITUATION OR EVENT
COOPERATES
LIKES FRIENDLINESS & PLEASANTNESS
LIKES TO COMMUNICATE
FEELS DEEPLY ABOUT SELECT ISSUES

WEAKNESSES

MAY GIVE & SUPPORT INDISCRIMINATELY
MAY "BURN OUT" & USE SELF-PITY AS A CRUTCH
MAY COLLECT TOO MUCH EMOTIONAL DATA & OVERLOAD
MAY OVER-REACT TO FEELINGS & BEAR GRUDGES
MAY SEEK TOO MUCH APPROVAL FROM OTHERS
MAY GIVE AWAY TOO MUCH INFORMATION, TIME, & ENERGY
MAY OVERLOOK PEOPLE'S ROLE & REAL WORK
MAY OVER-SIMPLIFY
MAY OVER-PERSONALIZE
MAY RELY TOO MUCH ON PERSONALITY & NOT ENOUGH ON PREPARATION
TAKES TOO LONG TO GET TO THE MAIN POINT
MAY TELL TOO MANY ANECDOTES & STORIES
MAY AVOID BRINGING UNPLEASANT FACTS TO THE SURFACE IN ORDER TO AVOID CONFLICT
MAY WASTE TOO MUCH TIME TALKING
MAY SPEND TOO MUCH TIME ON THE PHONE
COMES TO CONCLUSIONS BY A FEELING PROCESS THAT MAY FOCUS ON A MINOR PART OF AN ISSUE

STRATEGIES FOR THE FEELER CHANNEL:

INTUITOR

STRENGTHS

THINKS QUICKLY

CONCEPTUALIZES EASILY
CONCENTRATES ON CONCEPTS

DEMONSTRATES "BIG PICTURE" THINKING

SYNTHESIZES COMPLEX & RANDOM
INFORMATION

ABSORBS LARGE QUANTITIES OF DATA

SEES POSSIBILITIES & RECOGNIZES
PATTERNS

ATTENDS TO IMPLICATIONS & READS
"BETWEEN THE LINES"

LIKES VARIETY & CHALLENGE

WORKS IN BURSTS OF ENERGY WITH
GOOD PRODUCTIVITY

IS VISIONARY

PREFERS INDIVIDUALISM

LIKES CREATIVE WAYS OF DOING THINGS

LIKES PROCESS

DEVELOPS SYSTEMS FOR ACHIEVING
WORK

ENJOYS CURIOSITY

DAYDREAMS & IMAGINES

WEAKNESSES

MAY SKIM & MISS ESSENTIAL VARIABLES

MAY OVER-GENERALIZE
MAY NOT BE CLEAR ENOUGH TO OPERATIONALIZE

MAY LEAVE THINGS DANGLING & USE TOO MANY
TOPICS

CAN BE SCATTERED & UNFOCUSED IN CONVERSA-
TION BY RAISING TOO MANY ISSUES

CAN APPEAR TOO LENGTHY IN DISCUSSION

MAY PLACE TOO MUCH BELIEF IN POSSIBILITIES
& MAY SEE SECONDARY INSTEAD OF PRIMARY
PATTERNS

MAY MISS VITAL FACTS

MAY GET CARELESS WHEN BORED

FINDS WORKING STEADILY AT ROUTINE TASKS
TEDIOUS

MAY BE IMPRACTICAL

MAY APPEAR TOO INDEPENDENT & EGO-CENTERED

SEES ROUTINE APPROACHES AS DULL & UN-
INTERESTING

DISLIKES DETAIL

UNREALISTIC ABOUT THE TIME REQUIRED TO
DO THE TASK OR PROJECT

GETS BORED EASILY

MAY LACK THE DISCIPLINE TO IMPLEMENT

STRATEGIES FOR THE INTUITOR CHANNEL:

TEAM BUILDING

Norma J. Barr, Ph.D.

THINKER NEEDS A FEELER

- ..TO PERSUADE
- ..TO CONCILIATE
- ..TO FORECAST HOW OTHERS WILL FEEL
- ..TO AROUSE ENTHUSIASM
- ..TO TEACH
- ..TO SELL
- ..TO ADVERTISE
- ..TO APPRECIATE THE THINKER

FEELER NEEDS A THINKER

- ..TO ANALYZE
- ..TO ORGANIZE
- ..TO FIND THE FLAWS IN ADVANCE
- ..TO REFORM WHAT NEEDS REFORMING
- ..TO HOLD CONSISTENTLY TO A POLICY
- ..TO CITE "THE LAW AND THE EVIDENCE"
- ..TO FIRE PEOPLE WHEN NECESSARY
- ..TO STAND FIRM AGAINST OPPOSITION

SENSOR NEEDS AN INTUITOR

- ..TO BRING UP NEW POSSIBILITIES
- ..TO SUPPLY INGENUITY ON PROBLEMS
- ..TO READ THE SIGNS OF COMING CHANGE
- ..TO SEE HOW TO PREPARE FOR THE FUTURE
- ..TO HAVE ENTHUSIASM
- ..TO WATCH FOR NEW ESSENTIALS
- ..TO TACKLE DIFFICULTIES WITH ZEST
- ..TO SHOW THAT THE JOYS OF THE FUTURE
ARE WORTH WORKING FOR

INTUITOR NEEDS A SENSOR

- ..TO BRING UP PERTINENT FACTS
- ..TO APPLY EXPERIENCE TO PROBLEMS
- ..TO READ THE FINE PRINT IN A CONTRACT
- ..TO NOTICE WHAT NEEDS ATTENTION NOW
- ..TO HAVE PATIENCE
- ..TO KEEP TRACK OF ESSENTIAL DETAIL
- ..TO FACE DIFFICULTIES WITH REALISM
- ..TO REMIND THAT THE JOYS OF THE PRESENT
ARE IMPORTANT

Although each dimension is independent from the other four, particular combinations do form a synergistic effect to create what the researchers Keirsey & Bates call temperament types. The synergistic effect of Sensing and Judging creates a temperament with a strong sense of duty. Thinking and Intuiting cause a temperament with a strong interest in power and intellect. Intuiting and Feeling cause a temperament with a strong interest in self-actualization. Sensing and Perceiving cause a temperament of joy and fun. Although most people will find tendencies among all four temperaments, one temperament is usually dominant.

SENSE OF DUTY TEMPERAMENT

(EPMIETHEAN)

STRONG DESIRE FOR A SENSE OF BELONGING

THEME: COMPELLED TO BE BOUND & OBLIGATED

- | | |
|--|---|
| 1. DUTY IS <u>THE</u> THING | 7. CONSERVATOR. . . BACKBONE OF SOCIETY |
| 2. DEPENDS UPON A PRIMARY RELATIONSHIP | 8. RARELY ABLE TO REFUSE AN EXTRA LOAD OF DUTY |
| 3. HIGH SENSE OF RESPONSIBILITY. . . PARENTAL ATTITUDE TOWARD OTHERS | 9. PAST-FOCUSED |
| 4. HAS MANY "SHOULD & OUGHTS" | 10. HIGH NEED FOR CLOSURE |
| 5. A REAL NEED TO BE PREPARED | 11. STRONG ADVOCATE OF FUNDAMENTALS |
| 6. BELIEVES IN HIERARCHICAL STRUCTURE & RULES | 12. LIKES GIVING, SERVICE, & CARE. . . BUT CAN'T ASK FOR GRATITUDE OR APPRECIATION, EVEN THOUGH VERY SENSITIVE ABOUT IT |
| | 13. INTENSE DESIRE FOR TITLE & ENTITLEMENT |

STRATEGIES FOR SENSE OF DUTY PEOPLE:

SENSE OF POWER & INTELLECT TEMPERAMENT

(PROMETHEAN)

STRONG DESIRE FOR POWER & INTELLECT

THEME: COMPELLED TO UNDERSTAND, CONTROL & PREDICT

- | | |
|--|--|
| 1. IMPROVEMENT IS <u>THE</u> THING | 7. CONTRIBUTOR. . COMPELLED TO IMPROVE THE ENVIRONMENT |
| 2. PREFERS TO BE THE GIVER. . . NOT THE RECEIVER | 8. WORKS AT WORK AND WORKS AT PLAY. . . WORKS TO IMPROVE RECREATIONAL SKILLS |
| 3. MAY BE INSENSITIVE TO FEELINGS | 9. FUTURE FOCUSED |
| 4. OPERATES WITH MANY "SHOULD KNOWS" & "SHOULD BE ABLES" | 10. PREOCCUPIED WITH LEARNING |
| 5. HUNGERS TO UNDERSTAND THE WHYS | 11. UNUSUALLY INDIVIDUALISTIC |
| 6. MUST ACQUIRE SKILL & KNOWLEDGE | 12. INTENSE FOCUS ON INTELLECTUAL IMPROVEMENT MAY LEAVE OTHERS FEELING INTELLECTUALLY INADEQUATE |
| | 13. MOST SELF-CRITICAL OF ALL STYLES. . . CONSTANT SELF-DOUBTING MAY LEAD TO FEELING OF "THE VERGE OF FAILURE" |

STRATEGIES FOR SENSE OF POWER & INTELLECT PEOPLE:

SENSE OF SELF-ACTUALIZATION TEMPERAMENT

(APOLLONIAN)

STRONG DESIRE FOR BECOMING ACTUALIZED

THEME: COMPELLED TO DEVELOP POTENTIAL

- | | |
|--|---|
| 1. GROWTH IS <u>THE</u> THING | 8. FUTURE FOCUSED |
| 2. GIVES MUCH TIME & ENERGY TO A RELATIONSHIP | 9. WILLING TO MAKE GREAT PERSONAL SACRIFICE TO HELP OTHERS |
| 3. HAS A REAL DESIRE FOR UNITY & UNIQUENESS | 10. TENDS TO SEE POTENTIAL GOOD IN EVERYONE |
| 4. SEARCH FOR SELF IS CIRCULAR & PERPETUAL | 11. POWERS OF EMPATHY ALLOW ONE TO BE WHATEVER OTHERS NEED TO SEE |
| 5. HUNGERS FOR AN IDENTITY UNIQUE- LY HIS/HER OWN | 12. NATURALLY VERY SENSITIVE |
| 6. PROBABLY INVOLVED EMOTIONALLY INVOLVED IN A CAUSE | 13. INTELLECTUAL BUTTERFLY-- FLITS FROM IDEA TO IDEA |
| 7. ALWAYS ON STAGE, WHILE WATCHING ONESELF BE ON STAGE | 14. TRIES TO INFLUENCE OTHERS TO BECOME KINDER, WARMER, MORE LOVING |

STRATEGIES FOR SENSE OF SELF-ACTUALIZATION PEOPLE:

SENSE OF JOY & FUN TEMPERAMENT

(DIONYSIAN)

STRONG DESIRE FOR FUN AND JOY

THEME: COMPELLED TO BE FREE & INDEPENDENT

- | | |
|---|--|
| 1. ACTION IS <u>THE</u> THING | 8. TENDS TO BE FUN. . PLAYS WITH ABANDON |
| 2. EPICUREAN ATTITUDE--TODAY
MUST BE ENJOYED | 9. NOW FOCUSED |
| 3. LEAVES RELATIONSHIPS THAT
ARE TOO RESTRICTIVE | 10. LIVES ESPRIT DE CORPS |
| 4. TO BE IMPULSIVE IS TO BE ALIVE | 11. GETS BORED WITH STATUS QUO |
| 5. HUNGERS FOR ACTION WITHOUT
CONSTRAINT | 12. PROCESS-ORIENTED WITH LITTLE NEED
FOR CLOSURE |
| 6. FREE SPIRIT | 13. INTENSE PRIDE IN OWN FREEDOM |
| 7. SPENDER | 14. WANTS TO LIVE AND LAUGH |

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ISTJ	ISFJ	INFJ	INTJ
Responsible, practical, quiet, serious, & dependable Traditional, blunt, direct Strong need to get things done	Helper, nurturer, friendly, conscientious, & responsible Tend to choose work over play, since biggest pay-off is in being of service Loyal, considerate	Warm, serious, imaginative, helpful, enthusiastic, & understanding Known for perseverance & desire to succeed Want to please with your work	Independent, original, industrious, autonomous, & visionary Determined, critical, & often stubborn Can carry out a job alone
ISTP	ISFP	INFP	INTP
Reserved, detached observer, cool, difficult to get to know, adaptable, & tolerant Personal freedom is top priority Can concentrate & work hard	Free spirit, flexible, unpredictable, colorful Avoids conflict Doesn't like to hurry Kind, wanderer	Calm, loyal, pleasant, adaptable, reserved & a learner May seem shy & aloof Like to please people you love and/or respect	Quiet, intellectual, & philosophical Loyal once you commit Like people to see you as competent & intelligent
ESTP	ESFP	ENFP	ENTP
Easy-going, adaptable, fun, realistic, unpredictable, blunt, & witty Friends are very important Demand freedom & action	Fun-loving, warm, friendly, out-going, charming, & witty Good-natured & easy-going Likes to do instead of study Unpredictable	Creative, individualistic, high-spirited, positively enthusiastic Ready to help almost anyone with a problem Tries hard to be "real"	Active, imaginative, strong, deep, impulsive, talkative, stimulating conversationalist Tendency toward one-ups-manship Usually a non-conformist
ESTJ	ESFJ	ENFJ	ENTJ
Organized, dependable, realistic, practical, & rational Tend to see things in terms of efficiency and success Like to plan more than do	Sociable, cooperative, popular, talkative, & active Tries to avoid conflict Loyal & tend to blame self for things go wrong	Charismatic, imaginative, responsive, & responsible Cooperation is a major theme Can get emotionally overloaded "helping" others	Strong, dependable, active, imaginative, & political Trust logic, but distrust feelings; can be quite out-of-touch with own feelings Like to plan more than do

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